



Department of Energy  
Oak Ridge Operations  
Environmental Management  
Procedure



Monthly Project Performance Review Meeting

EM-1.5  
Revision 0

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<b>U.S. Department of Energy</b> <b>Oak Ridge Operations</b> <b>Environmental Management</b>	<b>Procedure No. <u>EM-1.5</u> Rev. <u>0</u> Monthly</b> <b>Project Performance Review Meeting</b>  <b>Effective Date: <u>11/17/03</u> Page 2 of 7</b>
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### **Acronyms**

ACC	Accelerated Closure Contractor
BMT	Business Management Team
DOE	Department of Energy
EM	Environmental Management
ESH&Q	Environment, Safety, Health and Quality
GFSI	Government Furnished Services and Items
ORO	Oak Ridge Operations
PDs	Project Directors

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## **1.0 PURPOSE**

The purpose of this procedure is to establish the Department of Energy (DOE), Oak Ridge Operations (ORO), Environmental Management (EM) responsibilities and provide a uniform method to prepare, conduct, and document the DOE monthly meetings for all ORO-EM work (ACC, DUF6, TRU, Three Building D&D) as well as track resulting actions and issues.

The meeting is intended to allow all DOE-ORO-EM staff to participate in evaluation of contractor performance and identify emerging issues that can be referred for follow-up and resolution to DOE-ORO-EM senior management and contractor senior management.

The meeting should accomplish the following goals: 1) Provide DOE-ORO-EM Management the latest monthly information to more thoroughly evaluate the Accelerated Closure Contractor's (ACC) performance against the baseline (including safety); 2) Identify major issues (barriers to success) to be discussed with the ORO senior management by the DOE-ORO-AMEM; 3) Review Government Furnished Services and Items (GFSI) status and identify any issues preventing DOE from delivery on these commitments; 4) Review DOE-ORO-EM risk management actions and identify any issues preventing DOE from executing mitigating strategies; 5) Establish a forum to integrate project management issues between projects and DOE-ORO-EM office organizational units; 6) Provide feedback to the contractor; 7) Result in self assessment of DOE activities; and 8) Provide a forum for sharing lessons learned.

## **2.0 APPLICABILITY**

This procedure applies to the conduct of DOE monthly meetings held for the purpose of assessing contractor's schedule, cost, technical, and safety performance. The first two months of each quarter a federal employee will serve as the presenter. Every third month the ACC will participate and serve as the primary presenter of the information contained herein.

## **3.0 DEFINITIONS AND REFERENCES**

### **3.1 REFERENCES**

- 3.1.1 Contract No. DE-AC05-98OR22700, Bechtel Jacobs Company LLC
- 3.1.2 Contract No. DE-AC05-98OR22516, Foster Wheeler Environmental Corporation
- 3.1.3 Contract No. DE-AC05-97OR22576, BNFL Inc.
- 3.1.4 Contract No. DE-AC05-02OR22717, Uranium Distribution Services, LLC
- 3.1.2 "Cost Performance Reports"
- 3.1.3 "Quarterly Critical Analysis Reports"

## **4.0 RESPONSIBILITIES**

### **4.1 ASSISTANT MANAGER FOR ENVIRONMENTAL MANAGEMENT**

- 4.1.1 Provide significant DOE issues identified during the DOE monthly meeting to the ACC senior management.
- 4.1.2 Provide significant ACC issues to the DOE-ORO Manager and HQ as appropriate.
- 4.1.3 Provide timely feedback to DOE-ORO-EM staff on issue discussions with ACC senior management.

### **4.2 EM PROJECT DIRECTORS (PDs)**

- 4.2.1 Facilitate integration of organizational issues identified. The PDs are key resources for the office and should freely interact on issue discussions to foster communication and understanding.
- 4.2.2 Provide a roll-up of the overall closure project's cost and schedule status for the month and the cumulative period, and discuss key issues.
- 4.2.3 Monitors contractor's cost, schedule and the safety performance of their assigned project. Coordinates with the ACC counterpart as necessary to assure understanding of the status in their assigned area of responsibility. Verifies accuracy of data provided by the ACC staff.
- 4.2.4 Prepare summary handouts reflecting performance in their assigned area providing information and analysis of the data as provided by the ACC.

### **4.3 EM TECHNICAL SUPPORT AND ASSESSMENT DIRECTOR**

- 4.3.1 Provides overall status at each monthly meeting of the ACC's ESH&Q performance and highlights issues and trends needing Senior Management attention.
- 4.3.2 Monitors contractor's cost and schedule and the safety performance of their assigned project. Coordinates with the ACC counterpart as necessary to assure understanding of the status in their assigned area of responsibility. Verifies accuracy of data provided by the ACC staff.
- 4.3.3 Performance issues that are felt to be of concern or indicate a negative trend should be highlighted in the summary. Specific safety measures and performance data will be used to evaluate safety performance in mission accomplishment.

The safety metrics and performance indicators will be flexible, with the ability to add, delete, or modify the indicators if they are determined to not be effective predictive measures of safety performance.

#### **4.4 BUSINESS MANAGEMENT TEAM**

- 4.4.1 Provides at each monthly meeting an overall status of the ACC's business services performance.
- 4.4.2 Shares cost and schedule data, and project specific performance data with the project directors as appropriate, prior to the monthly meeting, to facilitate preparation and integration of the information to be presented.
- 4.4.3 Establish the format for the Monthly Performance Review and presents the overall cost and schedule data during the meeting.
- 4.4.4 Ensures that the ACC provides the necessary monthly cost and schedule information data to DOE in advance of the monthly meeting. Provides the data to the Project Directors and assist them in evaluating data.
- 4.4.5 Prepares the monthly meeting agenda, records meeting minutes, and collects appropriate supporting documentation and puts on the Eroom for Headquarters.
- 4.4.6 Collects presentation materials. Assembles the monthly report and provides to management in advance of the monthly meeting.
- 4.4.7 Enters and tracks meeting actions assigned to DOE and the ACC in the DOE action tracking system. (DOCS)
- 4.4.8 Ensures documentation relating to the monthly meeting (such as actions identified and their status, copies of presentation materials, meeting minutes) is kept in the DOE monthly meeting record files.

### **5.0 PROCEDURE**

#### **5.1 PRESENTATION CONTENT- PROJECTS**

- 5.1.1 Prepare and present the project performance information. The information must be provided even if attendance at the meeting is not possible. The information to be presented is provided in a template form at N:\Monthly Project Performance Review.
- 5.1.2 In advance of the meeting, send an electronic copy of the information to the Business Management Team (BMT) Coordinator to add to the record file. Data must be sent even if meeting attendance is not possible.

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## **5.2 PRESENTATION CONTENT - SAFETY**

- 5.2.1 Prepare summary slides/handouts reflecting performance in assigned area using the format as provided in the template form at N:\Monthly Project Performance Review.
- 5.2.2 In advance of the meeting, send an electronic copy of the information to the BMT Coordinator to add to the record file. Data must be sent even if meeting attendance is not possible.

## **5.3 ISSUES AND ACTIONS**

- 5.3.1 New actions assigned to DOE personnel as a part of the DOE monthly meeting will be entered into the DOE Action Tracking System by the BMT Coordinator.
- 5.3.2 Each DOE person assigned an action from the previous meeting should status that action as a part of their presentation. Of particular interest to DOE management is the status of issues provided to the ACC as "significant."
- 5.3.3 New issues identified during the meeting will be recorded for incorporation into the file and entered into the DOE Action Tracking System. A list of the open issues determined to be significant will be incorporated into the meeting packet.

## **6.0 RECORDS**

The records generated by this procedure are:

- 6.1 DOE Monthly Meeting Minutes (DOE Issues and Actions, ACC Issues and Actions)
- 6.2 DOE Monthly Meeting Presentation packages